

## **College of the Arts Compensation Philosophy and Principles for Regular Faculty and Staff**

### **Compensation Philosophy**

Ohio State's compensation philosophy is founded on a performance-driven, market-based framework, meaning that faculty and staff salary increases are based on merit, followed by consideration of any external (merit/market) or internal (merit/equity) factors. There are no minimum or across-the-board increases. Under the university's current budget and funding model, each college and regional campus determines the amount available annually to award salaries.

In the College of the Arts, all annual salary increases for faculty and staff are directed toward rewarding meritorious performance, and to the greatest extent possible given financial constraints, assuring that salaries reflect the external market in the same discipline at peer institutions and are internally equitable within the same department/school.

Funds available for all faculty and staff annual salary increases are identified as part of the college's annual budget process, which includes an examination of marginal income from course enrollments from the past academic year and, if necessary, consideration of an internal reallocation of resources. The dean consults with the chairs/directors about the annual budget and resources available and then sets the college raise pool and allocates its share of the pool to each employing unit. The dean has the option to establish a raise pool centrally to award additional merit and merit market/equity to faculty and staff

### **University and College Compensation Principles**

The following principles guide the distribution of compensation:

- Aggregate salary pools for faculty, unclassified staff, and classified staff must remain separate university-wide.
- The university or college may create differential aggregate salary increase pools for faculty and staff if internal or external market benchmark data suggest it is appropriate.
- All faculty promoted or tenured and promoted effective October 1 will receive a 6% salary adjustment from central funds. In addition to the centrally funded increase, they will receive at least an increase equal to the average merit increase distributed in the college. Promoted faculty also are eligible to be recommended for an additional annual adjustment from the college's raise pool, if available.
- The college is required to seek prior approval from the Office of Human Resources for any faculty or staff increase recommendation exceeding 10%, excluding the 6% faculty promotion increment from the university.
- Any faculty or staff member receiving no salary increase due to performance or market positions must be notified in writing with supporting rationale. Although approval is not required, a list of these individuals along with confirmation they will receive a letter of explanation, must be submitted to the Office of Human Resources/HRC.

- Individuals known to be retiring, resigning, or in reduction-in-force prior to September 30 are ineligible for the annual compensation process.
- Compensation increases for classified staff in their probationary period are delayed until the successful completion of the probationary period.
- Colleges, departments, schools, centers, and other employing units may determine the eligibility of recent hires to participate in the compensation process. It is expected that any recent hire made ineligible will have received notification from the employing unit that their hiring salary will remain constant for a specific period, resulting in their ineligibility to be included in the annual salary process.
- The college dean has the authority to modify merit, merit/market, merit/equity, and any cash awards recommended by the chairs/directors. However, no recommendations are modified at the college level without prior discussion with the chair/director.

### **College Expectations for Faculty and Staff Annual Performance Reviews**

The college expects unit-level recommendations for faculty salaries to be founded on the annual review process, merit increase criteria, documentation requirements, and any other pertinent statements regarding annual reviews/salary adjustments in their department/school *Appointments, Promotion and Tenure* document. The college encourages conversations between faculty and department chairs/directors about job performance at any time. This is especially important if there are issues or concerns from either the faculty member or the unit head.

The college expects unit-level recommendations for staff salaries to be founded on an annual review process that includes a meeting between the staff member and supervisor to discuss the past year's job performance. The university provides an evaluation form and a self-evaluation form to use as part of the process. The university requires written documentation that a review was conducted. Units may develop their own staff evaluation form and review process. The college encourages conversations between staff and supervisors about job performance at any time. This is especially important if there are issues or concerns from either the staff member or supervisor.

### **Distribution of Merit**

The annual merit increase process, combining an assessment of job performance, as well as external and internal equity is the primary opportunity available to address salary disparity where it may exist.

In examining their raise pool and considering salary increase recommendations, unit heads may calculate potential salary increase amounts in actual dollars as well as percentages. Salary increase calculations based on actual dollars are most helpful in assessing external and internal salary equity disparity in relation to merit.

If the dean establishes a portion of the raise pool centrally, chairs/directors forward written recommendations to the dean, making the case for an additional salary adjustment.

### **Faculty/Staff External/Internal Market Data**

The college provides external average benchmark faculty salary data by discipline and academic rank from peer institutions identified by the chairs/directors and the university. Five years of salary history is provided for each faculty member to help in assessing internal equity.

The college provides chairs/directors with university- and college-wide internal average salary benchmark data for staff holding the same university position titles. The Office of Human

Resources also may provide external benchmark average salary information for positions with similar university titles and/or broad levels of responsibility.

**Cash Payments/Awards**

One-time cash payments to individuals may be appropriate and awarded in conjunction with the annual merit compensation process to reflect truly outstanding faculty and staff achievements on time-bound projects and/or to supplement the staff salary increase process in recognizing unusually outstanding performance. One-time cash payments should not be used as a substitute for a permanent salary increase when the latter is justified.

Cash payments are funded by the employing unit, subject to review and approval by the dean, and are initiated when a chair submits a written recommendation to the dean requesting a cash award.

Cash payments as part of the compensation process may be provided up to \$2,500 or 5% of an individual's base rate, whichever is greater. Payments in excess of these figures during the compensation process require college and Office of Human Resources' approval.

**Notification/Implementation of Annual Salary Increases/Awards**

Faculty and staff should receive written notification of their annual salary increase (including merit and any merit market/equity adjustments), and any cash payments following review and approval of all university salary recommendations by the Office of Human Resources. This normally occurs in early September. Merit increases for bi-weekly paid staff, monthly paid staff, and 9 and 12-month faculty are effective on October 1, with the annual increase reflected in the October 31 pay statement.

**Guiding Principles**

Provost's Fiscal Year 2007 Compensation Guidance  
<http://hr.osu.edu/comp/SLDPguidance.pdf>

OAA Compensation Principles  
[http://oaa.osu.edu/handbook/iii\\_compprinciples.html](http://oaa.osu.edu/handbook/iii_compprinciples.html)

OHR Salary Administration & Classification Policy 3.10  
<http://hr.osu.edu/policy/policy310.pdf>

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